MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2017/2018

BOD3834 - ORGANISATIONAL DEVELOPMENT

(Distance Education)

23rd OCTOBER 2017
9.00 -11.00 a.m.
(2 hours)

INSTRUCTION TO STUDENTS:

1. This question paper consists of **four (4)** printed pages excluding the cover page.
2. Answer ALL questions. Write your answers in the answer booklet provided.
3. The total marks for this paper is 100 marks.

Section A (20 marks): Answer ALL questions. Write your answer in the answer booklet.

1. Organization development distinguishes itself from organization change and change management by which of the following characteristics?

   A. addressing the effective sequence of leadership issues that produce organization improvements.
   B. focusing narrowly on cost, quality, and schedule.
   C. focusing on the transfer of knowledge and skills to help the system manage future change.
   D. taking a broadly focused approach that can apply to any kind of change.

2. Which of the following statement is TRUE?

   I. By nature of the "open systems" model, organizations are largely unaffected by external forces.
   II. Mechanistic designs support efficiency and control while organic designs promote innovation and change.
   III. Global competition, rapid technological and environmental changes are forcing organizations to become more hierarchical.

   A. I only
   B. II only
   C. I and III
   D. II and III

3. Which of the following describe(s) techno-structural interventions?

   I. changing the high-tech areas within the organization.
   II. helping organizations decide on markets, products or services.
   III. changing job design and division of labor.

   A. I and II
   B. I and III
   C. II only
   D. III only

Continued....

4. Organizations undertake transformational change when _____

I. there are sharp changes in economic conditions that change competition within an industry.
II. there are changes in executive leadership.
III. the organization faces a threat to survival.

A. I and II
B. I and III
C. II and III
D. I, II and III

5. The Action Research Model focuses on _____

I. planned change as a cyclical process.
II. heavy diagnosis prior to acting, planning, and implementation.
III. reporting new data from previous research.
IV. reducing the process of psychological disconfirmation.

A. I and II
B. I, II, III
C. II, III, IV
D. IV only

6. Organizations can apply the Organization Learning (OL) processes to all of the following types of learning except _____

A. single-loop learning
B. double-loop learning
C. turbo-learning
D. deutero learning

Continued....

7. Which Organization Development (OD) intervention is aimed at helping dual-career households?

   A. Work-life balance
   B. Realistic job previews
   C. Performance feedback
   D. Coaching

8. Which is/are true of stress?

   I. It involves physiological responses
   II. It can be positive
   III. It can ultimately lead to withdrawal behaviors

   A. I and II
   B. I and III
   C. I, II and III
   D. I only

9. Coaching focuses on which of the following?

   A. Working with large groups to teach new skills.
   B. Using behavioral science to help individuals.
   C. Solving an executive's past problems.
   D. All of the above.

10. Which statement is *not* characteristic of self-managed work groups?

    A. Team members learn a variety of skills
    B. Team members set their own production goals
    C. The team can control member's task behaviors.
    D. Team members are paid on the basis of their degree of effort and individual accomplishment.

Continued....

Section B (80 marks): Answer ALL questions. Write your answer in the answer booklet.

Question 1

a) Describe Lewin's model of change. Provide a real-life example to illustrate how Lewin's model can be used to manage planned change. **(10 marks)**

b) Explain how the Johari Window can be used to help people and groups become more effective. **(10 marks)**

Question 2

a) Organization Development (OD) practitioners who act as change agents can be an internal or external OD consultant. Discuss the advantages and disadvantages of hiring an external consultant in contrast to internal OD consultant. **(10 marks)**

b) Discuss three (3) strategies that can be used by change agents to overcome resistance to change. **(10 marks)**

Question 3

What is the meant by the term 'intervention'? Organization Development (OD) interventions target four (4) interrelated issues in an organization. Identify and give examples of OD interventions for various situations.

(20 marks)

Question 4

a) Explain how *artefacts* form an element of organization culture. **(6 marks)**

b) Describe the four (4) key elements that promote worker involvement. **(8 marks)**

c) Describe two (2) specific Organization Development (OD) interventions aimed at alleviating stress in the workplace. **(6 marks)**

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